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4 August 1950

MEMORANDUM FOR: CHIEF, TRD

SUBJECT: Recommendations of Training Review Committee

1. In the following, recommendations are presented concerning the various suggestions and recommendations included in the final report by the Training Review Committee. All the recommendations and suggestions have been discussed with the Section Chiefs and Chief Instructors of STB. The listing of the STB recommendations refers to the headings and numbers of the Review Committee report.

2. General recommendations.

a. The creation of a seminar type refresher course of two weeks duration, morning sessions only, is considered to be an excellent suggestion. Such courses have indeed been successfully conducted by STB in 1948 and 49; they were only abandoned due to the lack of students in 1949. A tentative outline for such refresher course is in the drafting stage. It is suggested that in offering this new service to OPC and OSO it be spelled out that such refresher course does not present the equivalent for regular Staff Training courses.

b. It is recommended that in addition to the regular Administrative Training Course for clerical and administrative personnel, a one week Administrative Course for Station Chiefs and other senior officers be organized. This course would emphasize the particular needs of such personnel, and would avoid duplication of materials already covered in Common Instruction Courses. The conduct of such a course would not present a major problem for our Administrative Training Staff inasmuch as it could be conducted in regular intervals between Administrative Courses for clerical personnel. A similar project was presented by STB some time ago and was tabled at the request of Staff II, OPC. A tentative outline for this type of course is being drafted.

c. In interpreting this recommendation it has to be stated that the Advanced Operations Course which is concerned largely with aspects of operational planning, does already emphasize the use of

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proper operational procedures. The strictly "administrative phases" could be covered in the proposed Administrative Course for senior officers recommended under paragraph "2b" above.

d. The suggestion for adequate and specifically scheduled time for student-instructor conferences has been taken up with the Chief Instructors of the SOC, OC, and AOC and will be implemented in all future schedules for these courses.

e. The suggestion of separating USSR material from material on International Communism has raised many problems of effectiveness, integration and practicality. Following the suggestion by the Training Review Committee a further study is being made by a panel, consisting of the Chief Instructor, SOC, Chief Instructor, AOC, Chief ASTS, and Chief, STB representing the Chief, Common Instruction. A workable solution will be submitted as soon as possible.

f. This selected list of reading materials is now being prepared by a member of the SOC who will coordinate with Mr. [redacted] and the panel listed under "e".

g. Steps are already being taken by the Chief Instructors of all three Common Instruction Courses to increase the training in eliciting, interviewing and interrogation by a variety of methods.

h. The Chief Instructors of all STB courses have been instructed by the Chief, STB to review such materials, bring them up to date and present for approval to a panel which will consist of the Chief, STB, Chief, Common Instruction, and Chief, ASTS or their representatives.

3. Staff Training Courses.

a. SOC. A discussion between all Chief Instructors brought out serious objections from a security viewpoint to raising the classification of the course to Secret. Such a step would inevitably lead to the inclusion of highly classified material to which the student in this early phase of training should not be exposed. It also would abolish our entire concept of secure and effective training as now formalized in the Common Instruction courses.

On the other hand, all Chief Instructors agreed that the clarification of material to which the Review Committee is referring can be achieved within the limitation of the "Confidential" classification. Steps are being taken to emphasize the principles and techniques

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which are common to both operational reporting as well as information reporting. An attempt will be made to give to OPC students more practice in operational reporting than in information reporting. The subject of personnel security and cover will receive a larger and more detailed coverage. The distribution of non-classified reading matter on Communism at the begin of the course for home study will be arranged.

b. Administrative Courses. Since one year STB had planned for a week of elementary operational instruction to be added to the two weeks clerical Administrative Course. This instruction was supposed to include familiarization with selected basic principles and techniques of clandestine operations in order to enable clerical and administrative personnel to carry out the administrative and service support to clandestine operations in a more effective and secure manner and at the same time to make such personnel aware of techniques which may be used against them. Topics such as cover, clandestine communications, informants, agents, cut-outs, subversion, penetration, eliciting, surveillance, maintenance of agent records and cover authentication were intended for inclusion. Lack of instructor manpower have so far prevented implementation of such a plan. However, in view of the gradual improvement of our manpower situation, and since such a plan meets with similar suggestions by the Training Review Committee, it is recommended that such instruction be added as soon as possible to the two weeks clerical administrative course. A detailed topic outline will be submitted shortly.

c. Investigative Techniques Courses. The existing directive for this section as established by the Chief, STB is presently in the process of being revised in more specific terms and will be submitted to the Chief, TRD by the Chief, STB early next week.

It is recommended that the Photographic Course be extended to two weeks duration in order to provide students with more laboratory practice and familiarize them more thoroughly with techniques and the equipment involved. The Chief Instructor has been directed to prepare a tentative schedule with the detailed breakdown by sessions for Monday 7 August.

It is recommended that the Investigative Techniques Course be extended to three weeks duration in order to provide the students enrolled with

(1) A sufficient familiarization with Counter-Intelligence techniques as employed against our operations.

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(2) A working proficiency in such selected Investigative Techniques as would be used by our operations personnel in an aggressive way against operational targets. The Chief Instructor has been directed to prepare a tentative schedule with the detailed breakdown by sessions for Monday 7 August.

The Training Request Form as suggested by the Review Committee report is in preparation.

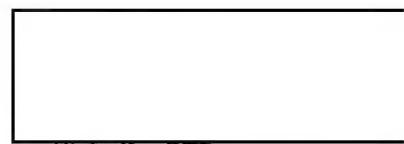
d. Advanced Specialized Training Courses.

(1) Requests for those statements have been sent to OPC.

(2) A basic plan for such course has been submitted to OPC for approval.

(3) Plans for such a course are in the discussion phase but cannot be worked out in detail before a Chief Instructor for this ~~revised~~ course is available. The position has been included in the revised T/O of the Staff Training Branch.

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Chief, STB

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